

IMPLEMENTATION OF STRATEGIES

MANA 7A80: Section 20162

Fall 2018

CBB 310

Wednesdays 6-9 PM

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COURSE TEXT

Hrebiniak, L.G., 2013. Making Strategy Work: Leading Effective Execution and Change, 2nd Ed., FT Press, Upper Saddle River: NJ. ISBN: 978-0-13-309257-8

COURSE DESCRIPTION

Strategic Management is just the beginning. Once a company has formulated a strategic plan, it must then decide how to implement that plan. More companies founder because of poor execution of a good strategy than because of a poor strategic plan. In this class, we will look at the obstacles and roadblocks to implementation of a strategy and will walk through the steps necessary to execute a strategic plan. We will also strive to take the ideas presented in the book and apply them to the situations students are currently facing at work in order to better understand the complexities and interrelationships involved in implementing strategic decisions.

COURSE OBJECTIVES

1. To integrate the concept of strategic planning with the operations and daily decisions in organizations
2. To understand the process of strategy implementation
3. To help students identify the difficulties that implementation projects typically experience
4. To provide students with tools and information that will help them help their organizations overcome implementation difficulties
5. To help students practice their oral and written communication skills

COURSE STRUCTURE

This class will be heavily dependent on student discussion. Part of each class will involve a discussion of the textbook chapter assigned for that class. There will be a brief presentation of the results of an interview with an organizational member that is related to the issue of the process of strategy implementation. We will also integrate the weekly blackboard discussion postings into the class discussions.

COURSE GRADES

<u>Assignment</u>	<u>Total Points</u>
Organizational Interview	25 pts.
Blackboard discussion postings	15 pts.
Quizzes	25 pts.
Group Topic Example Paper	30 pts.
Peer Evaluation	5 pts.
Total Possible Points	100 pts.

Grading

Grade	Total Points	Grade	Total Points
A	93 and above	C	73 - 76
A-	90 - 93	C-	70 - 73
B+	87 - 89	D+	67 - 69
B	83 - 86	D	63 - 66
B-	80 - 83	D-	60 - 63
C+	77 - 79	F	Below 60

Organizational Interview

Each student will interview another person at their company about a strategy implementation issue that is either ongoing or that occurred in the past. Students

may, alternatively, discuss a situation from their own experience. The interview subject gets to choose the project and/or experience they wish to discuss. Interviewers should be prepared to ask questions such as “what was the strategic purpose of the project?” “Why did it go well?” or “Why didn’t it go well?” “What would the interview subject do differently, in hindsight?” When writing up the interview, the student should connect the story the interview subject is telling to some aspect of the material being covered in the book. The paper should be about 2 to 4 pages double-spaced and use Times New Roman or Arial 12 point font. In addition to submitting a written paper, the student will make an oral report to the class about their interview. This presentation (no PowerPoint is needed) should take about 5 minutes or less. **Students should NOT be making use of confidential or proprietary company information!!**

A sign-up sheet for each week will be available the first class. Slots are available on a first-come first served basis. Papers and oral reports are due on the day the student signs up for. The paper will be submitted through Blackboard and is due by midnight on the class day signed-up for.

Note Regarding Plagiarism for all papers: all quotations and paraphrases must be referenced. Any commonly accepted method of citation referencing is permissible. Please check your paper to make sure you have properly cited your sources. “Cutting and pasting” without acknowledging the source is an act of plagiarism and will be treated as such. All papers (interview as well as term paper) are expected to use proper referencing. Papers that do not acknowledge their source material will lose 5 points from their grade and will have to fix their errors. Egregious lack of citations will be treated as a matter of academic dishonesty and procedure will be followed.

Blackboard Discussion Contributions

On Thursday of each week (starting on Thursday October 18), I will post a question in the Discussion section of Blackboard. Students must submit a comment about that posting. These comments need not be terribly long, a paragraph or two. But they should be thoughtful. Each week’s posting will become unavailable by midnight on the following Tuesday, so each student has almost a week to read and respond to the posting. Each week’s posting is worth 3 points. I will drop the lowest grade of the 6, so the total number of points that can be earned is 15 (3 pts. X 5 postings).

Quizzes

Each week I will start class with a short 5 question quiz. The quiz will be 4 questions on that week's readings plus one current event question. Each question is worth 1 point and I will drop the lowest quiz grade so that the maximum number of quiz points that can be earned is 25 (5 pts. X 5 quizzes).

Group Topic Example Paper

Students will form teams of no less than 4 students each. Each team will find an example of one of the following strategy implementation issues:

- Corporate Governance
- Organizational structure (restructuring)
- Incentives and Controls
- Change
- Culture and Culture Change
- Mergers and Acquisitions

If the group finds another implementation topic they wish to illustrate, they may do so with permission of the instructor. The group will write a paper (approximately 5 to 8 pages Times New Roman or Arial 12 pt, double-spaced) describing the example and how it relates to issues of strategy implementation. The goal of this paper is two-fold: 1) to demonstrate to the instructor that the group has understood at least one concept from the semester and 2) to demonstrate that the group can recognize that concept in current events. The paper should be submitted via the assignments section on Blackboard. Only one member of the group needs to submit the paper. Papers need to be submitted by 11:59 pm on Wednesday December 5, 2018.

Peer Evaluations

In addition to the paper, each member of the team is required to submit a peer evaluation of the contribution of the other members of the team. The degree to which each team member participated in the team project is worth 5 points and is a consequence of the peer evaluation. Students who do not submit a peer evaluation will receive a grade of 0 for their peer evaluation grade (regardless of the assessments of their colleagues). A peer evaluation form has been posted on blackboard and the completed form should be submitted via the Assignments section on Blackboard.

Peer evaluations must be submitted via Blackboard by 11:59 pm on the last day of class (Wednesday December 5, 2018).

NOTES ON CLASSROOM POLICIES

- The University of Houston Academic Honesty Policy is strictly enforced by the C. T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Student Handbook, www.uh.edu/dos/hdbk/acad/achonpol.html. Students are expected to be familiar with this policy.
- The C. T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with the Center for Students with Disabilities (CSD) (telephone: 713 743-5400), and present approved accommodation documentation to their instructors in a timely manner.
- Writing is important and is taken seriously in this class. Errors of grammar, syntax, and spelling indicate either haste or a lack of clarity in thinking. Consider having spouses/roommates/friends read your reports before submission. Also, there is a Writing Center on campus (in the Insperity Center) that is available for your use and consultation. Having someone else edit your paper is NOT cheating (unless, of course, they write the entire thing).
- Please be considerate in your use of pagers and cell phones. Turn them off unless it is absolutely necessary.
- The Bauer College has a policy that requires all of its instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. We openly encourage students to provide feedback to the instructors and to the CBA through the evaluation process.